

Caravan

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A PUBLICATION OF R.J. REYNOLDS TOBACCO CO.



EMPLOYEE AWARDS

CAMEL CELEBRATES
85 YEARS

TOMMY JACKMAN
inter

An in-depth look at the company's
operations planning and
quality assurance department.

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Q&A TOMMY HICKMAN



Editor's Note: The following is an interview with Tommy Hickman, RJR vice president of operations planning and quality assurance. Hickman joined the company in 1987 as quality engineer. In 1992, he was named manager of tobacco materials planning. In 1994, Hickman became plant manager of storage and planning. He was promoted to director in 1996 before taking his current position in March 1997.

Q: What are the accountabilities of operations planning and quality assurance?

A: There are two functions within my department. The first is operations planning. Basically, we handle planning for manufacturing capacity and staffing, inventory, and production. We also work on translating marketing plans into manufacturing realities, or what I call "production transition planning." A good example of this is Salem's new slide-box style, which recently went into test market in New York City and Long Island. Our department spent a lot of time figuring out how we could produce Salem's new packaging concept according to the marketing team's specifications. In addition, we try to make sure that RJR has the machinery to manufacture new products and packaging materials without overtime. For instance since the "No Bull" launch, Winston's box-style sales have risen. As a result, we have been working with manufacturing to ensure they can produce enough Winston box-style product to meet demand — without overtime.

Operations planning also deals with strategic scheduling. This involves determining whether to build up product inventory so the plants don't have to work overtime, evaluating the scheduling system in the factory to see if it is operating properly, and judging whether the existing inventory levels need to be optimized.

The second function within my department is quality assurance. This area uses systems and procedures — set up by RJR — to help maintain and improve the quality of our products. Such measures ensure quality by verifying that manufacturing procedures are being followed and that RJR is producing its brands according to company specifications.

Though most of our attention is focused on the manufacturing process, we work with other departments as well. For example, if an issue is identified at retail, a team may be sent out to a retail chain to investigate the issue. To identify an appropriate solution, our department may perform a quality assurance audit in promotions operations to confirm that RJR is properly assembling promotional items such as buy-1-get-1-free offers.

Q: What are the strengths of your department?

A: The caliber of the people. There are many immensely talented individuals in our department. Most of our employees are working on four or five projects each day, in three or four functional areas at a time. I try to create an environment where employees can work on just about anything they want to work on. There are 56 employees in quality assurance and 10 employees in operations planning. We have a real family atmosphere in the department.

Q: So, you believe in empowering your employees as much as possible?

A: Absolutely. It is important to maximize the contributions of the people around you by creating an environment where everyone can contribute more positively to the company. I challenge folks to go beyond their job descriptions and look for new ways to improve our department and RJR's performance.

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Q: What are the goals for your department in 1998?

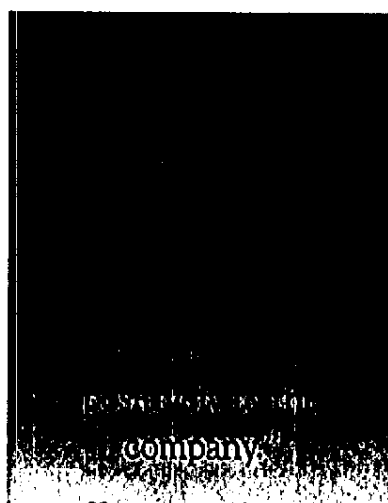
A: With the proposed tobacco settlement, our department is analyzing the impact of potential Federal Drug Administration (FDA) regulation. Starting in March we will begin the process of refining our quality-system documentation in the making and packing area of Tobaccoville. The changes we are making follow International Standards Organization (ISO) requirements — the European standard for quality systems. And, according to a consultant that has been working with us on how to best meet proposed FDA regulations, making and packing would now be able to comply with the majority of the regulations once the changes are completed.

But, while concentrating on how manufacturing would operate in a different regulatory environment, we can't take our eyes off the ball. It is important to continue focusing on improving product quality. We can't forget that we have a responsibility to RJR and to our adult smokers.

Q: What steps does RJR have in place to ensure quality products for consumers?

A: The process begins with RJR's suppliers. Before materials are delivered to Winston-Salem, suppliers run a variety of quality checks to ensure that materials meet RJR's specifications. Periodically, our department will also run tests to verify that materials meet company standards. Once in the production stage, we have measurement equipment — scales, micro-motion meters, temperature gauges — in the factories to make sure that cigarette components such as tobacco, wrappers, labels and tipping paper meet RJR's specifications.

In the making and packing, and



Tommy Hickman

primary areas, our quality control organization is responsible for testing the product as it is being manufactured. In addition, the quality assurance team samples the final product for testing. This group looks for trends. For example, they check the weight of tobacco, or the moisture of the cigarette to ensure product components are staying relatively stable over a period of time. Operators are also required at certain time intervals to pull product off the line for quality testing.

I believe that quality improvements will be a vital part of our strategic plan and the overall company goal of making RJR a stronger No. 2 in the tobacco industry.

Q: What cost-savings measures does your department utilize?

A: Last year, our department initiated a project called "Complexity Reduction as a Core Strategy," where we looked at how to reduce costs by reducing the complexity of RJR's products. The department has been analyzing questions like: Does RJR need eight different cigarette-filter cork patterns, or will one or two serve our needs just as well? Does RJR need

seven interframe colors for flip-top box styles? This project resulted in more than \$5 million of savings for RJR. Reducing complexity, where it is economically justified, will free up resources to devote to strengthening our brands.

Our department also works on projects that try to maximize cost efficiency in operations. Despite the fact that leaf and material prices continue to go up with inflation, operations continues to look for ways to hold minimize costs.

Q: Looking back on your experiences at RJR, what are some of the most important things you have learned?

A: I first came to operations in 1992 as a manager of tobacco material planning. Transferring into operations gave me the opportunity to clear up some misconceptions about the department. I originally viewed it as someone sitting downtown, flipping coins making decisions. But I found that the smallest things were given a lot of scrutiny by a lot of people. Later, I moved out to tobacco processing as a plant manager and planning manager. I discovered how easy it is to think that you know what's going on out at the plants, until you get in the plants. It's a whole different world.

Q: What is your role on the RJR Workforce Diversity Advisory Council?

A: I serve as an advisor to the council by helping guide the group on the best way to approach RJR's diversity issues and projects. I also present new ideas to the executive committee on the council's behalf. It has been a wonderful experience. The members are hard-working people who are ready to contribute their time to improving diversity in the company. I think the company will see a lot of good things coming from the council in the near future. ■

FACES

FOCUS

How many generations of your family have worked at R.J. Reynolds Tobacco Company?



Wylene Attucks
Coach, midnight shift
Tobaccoville

22 years of service

"Reynolds Tobacco Company has provided financial stability for my family for four generations. My grandmother, Maude Jackson, came to Winston-Salem from Newberry, S.C. when jobs were very hard to find. She was able to get a job in the picking room at factory No. 8. After Maude got settled, she encouraged her mother to join her and apply for a job with the company. Both Maude and her mother started work at Reynolds for \$8 a week. Maude's son, my father Alvin Jackson, joined the company right after high school. He worked at No. 12. I'm the fourth generation, and I work at Tobaccoville. I'm just as proud to work for this company as my ancestors were."



Sharon Robertson
Manager, operations technical training
Engineering

22 years of service

"In a real sense I was raised with RJR in my blood. Our family started with the company in the 1880s. My great grandfather worked as a night watchman. His daughter, who was my grandmother, started working in 1912, but quit to raise a family of 12 children. And my father, Charles B. Mikles, one of her 12 children, worked for Reynolds for 43 years and retired from the machine shop as a welder. Dad started out at Hanes, but took a pay cut of one penny an hour to come to work at RJR. He often said taking the pay cut and coming to work at RJR was the best decision he ever made."

Cigarette
manufacturing
in the 1940s.



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Reynolds Building elevator operator in 1960.

Theresa Denny
Financial analyst
Financial planning and accounting
29 years of service

"We're sure that at least three generations of my family worked for the company. My daddy worked for the company for 22 years, mainly in the pipe shop. One of the special projects that my father had a part in was making the frame for the Christmas wreath for the Reynolds Building. Every Christmas, Daddy would bring the whole family downtown to look at the wreath. He was very proud that something he contributed to, like the wreath, would become a part of the company's holiday traditions. And today, every year I see the wreath I still remember the pride daddy took in his job."



Brenda Evans Alewine
Principal production assistant
603 processing
25 years of service

Rick Evans
Manager, marketing and sales support
Purchasing
23 years of service



Brenda: "The Evans family has been working at RJR for four generations. My great-grandfather worked at Bailey Power Plant and my grandfather started working for RJR at age 16 in the smoking tobacco depart-

ment. At age 18, grandfather became the youngest supervisor, or foreman, to ever work at RJR. He stayed with the company 52 years, retiring at the age of 70. My father also worked at RJR as the manager of company facilities and the surrounding grounds. He was with the company for 42 years, retiring at the age of 59. Grandpa always teased dad that he was too young to retire. He wanted to accumulate 100 years of service with Reynolds Tobacco between them.

Rick: "I used to sit on the front porch with grandpa and listen to him tell stories about the company and R.J. Reynolds, who employees called 'old man RJR.' Grandpa said that RJR was a frugal man. When the company constructed No. 12, RJR designed large windows to let more sunlight into the building so that he could save money on the power bill."

Employees build hogsheads in the 1940s.



Entries for a Camel contest arrive at RJR in 1931.

Alan Calhoun
Manager, photography
Creative services
25 years of service

"Our family has been working for RJR for three generations. My grandmother, Myrtle McKinney Davis, started with the company in 1921. She worked at No. 97 as a machine operator. In those days, many kids stopped going to school after the seventh grade. However, she left in the sixth grade because her father had to quit working. She was the oldest child, so it was her responsibility to support the family. My mother, Lucille Coker, started with RJR in 1955 in accounts payable, and stayed with the company until 1987. My aunt, Bonnie Edwards, still works at RJR Packaging."



Tony Harris
Shift manager, second shift
Tobaccolville Power Plant
28 years of service

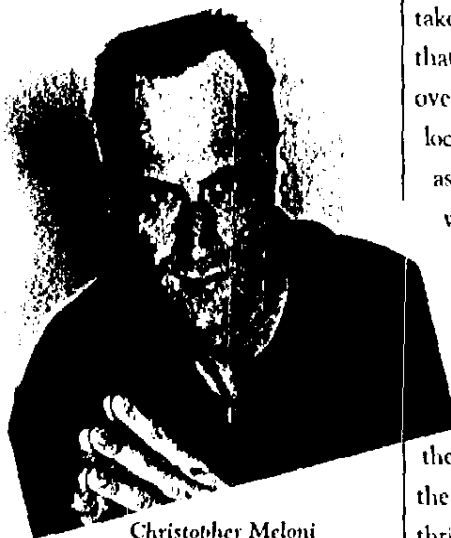
"I am a third generation RJR employee. My grandmother came to Reynolds Tobacco when she was 33 years old. She needed the job because her husband had died, and she had nine kids to support. She used to tell a story about meeting R.J. Reynolds. One day she had gone out to collect wood near her home and a man — RJR's caretaker — told her that she was trespassing on private property. RJR came riding up on a white horse and told the caretaker not to send her away. He said, 'If this woman wants to gather wood on my land, then she can gather wood on my land.'"

My mother started working at No. 8. She spent most of her career, though, working as a maid in the Reynolds Building. 'Til the day my mother died, she talked about how much she loved that job, and about all the friends she made at RJR."



RJR highlighted in science thriller

Lights! Camera! Action! The North Carolina movie industry arrived at RJR in December when a Hollywood film crew shot action scenes at the company's Tobaccoville and Bailey Power plants. The movie, *Target Earth*, was an ABC Movie of the Week in February.



Christopher Meloni

"We saw our participation as a way we could support the community's young but growing film industry." Robert Egleston

A fictitious power plant played a pivotal role in the movie. The plot takes place at a power plant in Illinois that is threatened by an alien takeover. In scouting North Carolina for locations, *Target Earth* producers asked if the company would be willing to allow a film crew to shoot both interior and exterior shots at RJR's power plant facilities. Rick Bowen, plant manager for Bailey Power Plant, said, "When I took the location scouts on their first tour of Bailey Power Plant, they just went ballistic. They were thrilled with the possibilities that our

plant provided as the backdrop for their movie."

Line Producer Lee Rafner said, "I was very impressed with the management of these utilities plants. Even when I saw this location for the first time, it was spotless. Everyone at RJR bent over backward to help us."

The sequences at RJR were filmed in a week beginning at the Tobaccoville Power Plant, where the movie crew shot a series of action scenes on the back side of the Tobaccoville utilities plant at night. The interior shots were filmed downtown at Bailey Power Plant.

Tobaccoville utilities...a closer look

The power plant facility also has two labs — one for monitoring and controlling water quality and the second for monitoring coal quality. ■

Virtually all operations are run by computerized process control. In one central control room, RJR employees can monitor the entire plant from 12 computer consoles and more than 200 graphic monitors. Fourteen stand-alone, process-control computers operate support equipment including water treatment, water demineralization, coal and ash handling. In addition, the process-control system has self-diagnostic tools that report any system failures that need to be handled immediately.

The power plant facility also has two labs — one for monitoring and controlling water quality and the second for monitoring coal quality. ■

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and co-executive producer on the project, said, "I wanted to write a science thriller about something that actually could happen -- the possibility of aliens taking over our society. In my film, I didn't want to show the aliens, but rather I wanted to explore how we as a society would deal with the fear and tension of a possible invasion of aliens."

The film was produced by Symphony Productions of Winston-Salem and Patriot Pictures. Susan Walter, assistant location manager for the movie, said, "This movie could not have happened without RJR. Your company's cooperation saved the film."

Robert Eggleston, a manager in RJR's purchasing and support services department, said, "Reynolds Tobacco was glad to help out. We saw our participation as a way to support the community's young but growing film industry. It's good exposure for our company and our community as a whole."

Action-hero actor Christopher Meloni enjoyed the Winston-Salem location. "I'm originally from the Washington, D.C., area, so I felt at home here. I'm used to the lush green scenery that adds so much to Winston-Salem. And, that helped me approach this role."

More than 80 people from the film industry were on the set at the Tobaccoville and Bailey Power Plants. Included in the crew were four film students from area colleges. ■

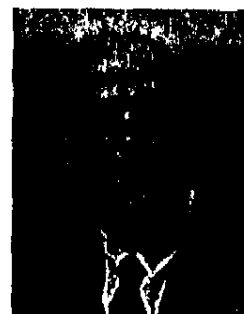
PROMOTIONS & CHANGES

Marketing, human resources and external relations changes announced

R.J. Reynolds Tobacco Co.'s President and CEO Andy Schindler, Executive Vice President of Human Resources Bob Gordon and Senior Vice President of External Relations Tommy Payne recently announced promotions and changes within the marketing, human resources and external relations departments.

Promotions and changes that were announced include:

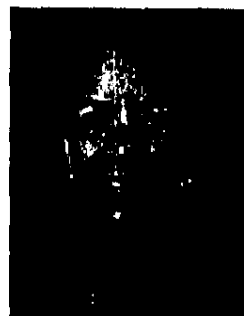
- Cliff Pennell, previously senior vice president -- marketing, becomes president -- Sports Marketing Enterprises;
- Douglas Shouse, previously vice president of marketing -- Salem, becomes vice president of marketing -- savings. Shouse replaces Pennell in that role;
- Ronda Plummer, previously director of marketing -- savings brands, becomes vice president of marketing -- Salem. Plummer replaces Shouse in that role;
- Ann Johnston, previously director -- compensation, employee benefits and human resource information, becomes vice president -- human resources. In her new role she will continue to be responsible for the company's compensation and employee benefits programs. In addition, Johnston will assume the responsibilities previously held by Edward Moffitt Jr., director of human resources -- operations. Moffitt retired at the end of January.
- Maura Ellis, previously senior director of public relations -- external relations, becomes vice president of communications -- external relations. ■



Cliff Pennell



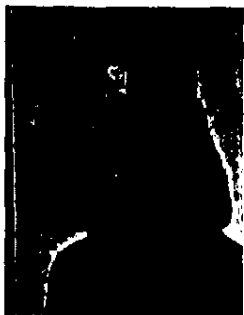
Douglas Shouse



Ronda Plummer



Ann Johnston



Maura Ellis

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Backing RJR with improved safety

Did you know that RJR sales employees with one year or less service account for 40 percent of accidents on the job, and employees with less than five years account for 70 percent? These statistics have the sales and safety departments of R.J. Reynolds Tobacco concerned and looking for solutions.

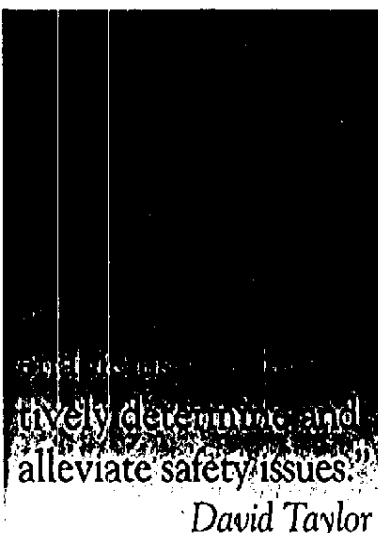
"When employees lose work days because of accidents, performance and efficiency suffers," says David Taylor, principal industrial hygienist - environmental health and safety for Reynolds Tobacco. "This is especially true in field sales because when work days are lost, sales calls are made less frequently or not at all. Promoting a healthy, accident-free sales force is just another way to keep us competitive in the marketplace."

The bottomline

According to Jim Maguire, senior vice president - RJR sales, a reduction in on-the-job accidents contributes to the company's bottom-line. "As we improve our financial performance, we build a stronger company for the future. By working as accident free as possible, each of us can deliver stronger financial results. But more importantly, we don't want to see any member of the sales team injured. We want everyone to be safe on and off the job."

Accidents can be avoided by following a few simple steps:

- To reduce back strain and pain, think before you lift. When reaching for curb mounts in your van or for the call bag in the back seat of your car, remember not to twist or



David Taylor

unnecessarily strain your back.

- To prevent slips and falls, make sure aisles, walkways and stairs are clear of clutter. When hanging a store banner use a step ladder, rather than crates or the bumper of your car.

Taylor says that last year, more than

180 field sales employees were hurt on the job resulting in more than 1,800 lost days of work. "Our goal is to reduce injuries, as well as workers' compensation costs companywide, including the sales force."

Key to prevention

RJR's safety department is currently looking for ways to help field sales employees reduce on-the-job accidents. The department is considering safety videos, training sessions and other educational materials.

"Communication with the field is key to creating a safer work environment," says Taylor. "I have spent time in the field trying to identify activities that may cause accidents and soliciting ideas on how to prevent them. Feedback from the sales employees will enable us to effectively determine and alleviate safety issues."

To offer your ideas or suggestions, contact David Taylor at (336) 741-4163. ■

BRAGGING RIGHTS

Share your accomplishments ...
it's good for you and the company!

A little bragging is good for the ego, but did you know that it could also be good for the company?

Sales Merchandiser wants to give the sales force the chance to share its accomplishments with the employees of RJR. Let us know what new retail programs are meeting company goals and your region's objectives. After all, a successful idea in one part of the country may also bring success in another. So give your region a pat on the back. Check out the F3HLLW2.1 form on the intranet to see what information we are looking for. Submit recent accomplishments to Kate Schindler at 741-3489; 16th floor Reynolds Building. All submissions will be considered for publication in an upcoming *Sales Merchandiser* article.

He travels the world, sleeping under the stars. His instinctual love of the outdoors in all its majesty prevails in everything he does. RJR aviation employee Rick Campo is a big game hunter.

On hunting and fishing trips, Campo has traveled to many exotic locations to experience nature in the wild. Over the years, he has trekked through blistering deserts, lush tropical underbrush and fished off crags in

Africa, Canada, Europe, Mexico, Scotland, South America, and the United States.

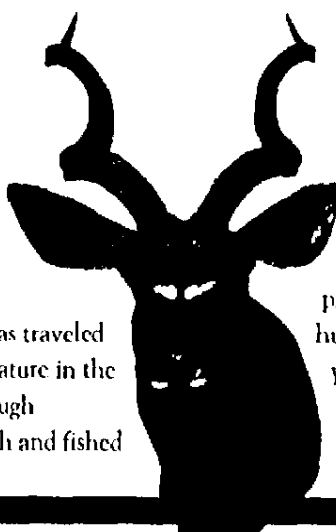
"I have a passion for hunting - for the whole experience of being with friends outdoors in the wild," he explains. "There is nothing that can compare to the sunsets in Africa or the rugged beauty of Scotland."

He is one of only 1,000 worldwide members of the National Sporting Fraternity, a group of wildlife enthusiasts. Campo says, "Members of the group are leading some of the most meaningful wildlife conservation efforts around the world. For instance, two of our members are sheltering the first pair of breeding Black Rhinos in the United States."

The thought of big game hunting often evokes

romanticized scenes from movies such as *Out of Africa*, but Campo explains, "Many places in Africa are just the way they were 500 years ago. There is very little that is predictable about the wild. There is a dangerous, untamed side to many of these remote corners of the world."

Big game hunting has evolved over the last 100 years in



Hunting for Adventure

Employee tracks big game around the globe

Africa. Poachers and wealthy aristocrats from Europe used to hunt whatever and whenever they pleased. Now, the governments of many countries in Africa are protecting wildlife and encouraging responsible hunting. In addition, Campo says, "Whenever you hunt in Africa, you must be accompanied by an experienced, professional hunter who is a native of the country you're hunting in. These

professional hunters act as guides. They know the terrain and the particular dangers in the

reserve."

Hunting safaris help the economies of the local villages near the game reserves. "There is a fee to hunt in Africa. The money raised from hunters is used to provide funding for medical assistance, roads, schools and to protect wildlife by maintaining the game reserves. Also, the meat from the hunt is usually taken directly into the nearest village to help feed anyone in need."

Campo feels strongly that people planning to spend time in the wild should know how to hunt or fish responsibly. "In addition to exercising common sense, people should know how to safely handle the equip-

ment they're using. It also pays to keep your shooting skills up to date by practicing at a firing range." Campo learned firearm safety as a young boy and began hunting at age 13. His love of the outdoors led him to become a professional fisherman which provided funds for his college education and flying lessons. ■



RJR employee Rick Campo, who is one of only 1,000 worldwide members of the National Sporting Fraternity, enjoys safaris and fishing trips to remote regions of the world.

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'Underground. For now.'

Salem seeing positive test-market results in New York and Long Island

Since the November launch of Salem's "It's Not What You Expect" repositioning, Ronda Plummer, vice president of marketing — Salem, says the brand is seeing positive results in the New York and Long Island test market.

"The test market is going well so far," says Plummer. "Adult smokers are telling us that they like the advertising, the packaging and the one, green-tipped cigarette in each pack of the new Salem. Consumers are engaged by the ads and find them intriguing. Though it's too early to fully evaluate share results, early indications suggest that Salem is beginning to have a positive impact on the New York market."

Salem's print advertisements — created by WestWayne ad agency of Tampa, Fla., — predominately consist of four-page inserts that use a die-cut to reveal an unexpected image. All advertising materials feature a green, globe-like symbol, or orb, taken from the pack design.

Plummer says that the test-market campaign has enabled the brand to communicate the "It's Not What You Expect" repositioning to adult smokers, but that the Salem marketing team will continue to work toward making the repositioning even stronger. "We have the attention of adult smokers — they know that this is not the same old Salem. But, we need to keep evaluating the strategy, the direction of the advertising and how to best communicate Salem's message to adult smokers. And, if that requires changing some



Salem's test-market campaign is letting adult smokers know that this is not the same old Salem.

elements, then that's what we'll do as we gain additional knowledge."

According to Plummer, the RJR sales force has been key to successfully executing the test market. "The sales force has done an outstanding job of gaining promotional presence and product availability at retail. Their input is invaluable — they have been a tremendous resource for us. I am impressed by what a good relationship there is between the brand and sales teams."

In early March, the Salem brand will begin its first comprehensive read of test-market numbers. "The brand-marketing team will be analyzing Salem's share performance, and consumer acceptance and feedback to understand what impact the repositioning has had on Salem," says Plummer. "We will continue to evaluate test-market results and will develop expansion plans as results warrant. This marketing team is dedicated to making Salem's repositioning work." ■



Does this message mean something to you? If so, you probably have a personalized license plate. Caravan would like to hear how and why you chose your tag. Does your plate promote one of the company's brands? The tobacco industry? Your hobby or favorite sport? If you have a personalized tag and you'd like to share the story behind it, give us a call at 741-6694 or 741-3489. We'd like to talk with you. We'll print as many as possible in an upcoming issue of Caravan. THX4FEEDBAK.

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Lynn J. Beasley, executive vice president - marketing of R.J. Reynolds Tobacco Co., recently hosted a luncheon to honor employees as recipients of Employee Recognition Awards — Golden Eagle Individual Outstanding Performance Awards and Golden Eagle Team Outstanding Performance Awards. Golden Eagle Individual and Team Awards honor performance that sets new standards of excellence for the company. Specifically, this award recognizes outstanding efforts to eliminate red-tape, cut cost and enhance RJR's efficiency. Following is a list of the award winners.

Individual Awards Golden Eagle Outstanding Performance



D. Lindsay Snyder Jr.
Sports Marketing

For his commitment and dedication in helping to develop RJR's Personal Selling program for motor-sports events across the country and at retail. The program was a top strategy in the Winston repositioning. Lindsay's efforts were key in executing the successful program, which exceeded the company's goal by 25 percent.



Stephen H. Willard
Director of metals

For exemplary leadership in the re-engineering of the sale of aluminum scrap and process by-products which will result in a favorable projected impact of \$300,000 for RJR Packaging.

Team Awards Golden Eagle Outstanding Performance

Karen M. Baker
Public issues

Stacy L. Darnall
Brenda K. Matthews
Teresa S. Wood
Public relations

Glenda M. Evans
Glenda K. Goodman
Public affairs

Priscilla M. Jackson
Corporate affairs

Jean S. Lowstetter
External relations

Victoria W. Parrish
Joan C. Ruffledge
Creative services

Rogene C. Smith
Community affairs

External relations invoice processing and tax coding received the very best percentage of error rating within Reynolds Tobacco Co., resulting in a sales and use tax savings of over \$380,000 for the period audited, with continued

annual savings of approximately \$100,000.

Paul L. Arrowood
Finance and accounting

Brenda Ashburn
Larry Bundy
David Grubbs
James Hedrick
David Peak
Carolina International Storage, Inc.

Dennis D. Ball
Truck and storage

James M. Boone
Environmental affairs/support services

Linda A. Carr
Financial planning and accounting

Jennifer P. Caltano
International support - export services

Cindi C. Davis
Quality assurance

Thomas A. Duym
Joseph A. Palumbo
Risk management - corporate

Harold A. Elmore
CDC general

Danny W. Flynt
Emergency services

Beverly P. Fry
Glenna H. Hillman
Terry L. Myers
Jeanne R. Schlottman
Dennis A. Watson
George D. Williams
Operations finance

Harvey H. Gordin
Anita K. Scism
Market research

Walter L. Hall
Distribution and logistics

Hugh H. McBride
Safety and health

Johnnie M. Mills
Henry B. Watson Jr.
Contract management ▶▶▶

Employ Awards

Continued from page 11

Ronald G. Moser
CDC shipping

John D. Potter
Engineering

William E. Routh
Manufacturing general

Patricia V. Sawyer
International support -
manufacturing services

Vernon A. Stewart
Finance and treasury

Linda S. Wood
Leigh J. Yarbrough
Distribution management

For their commitment, talent and teamwork demonstrated in the resolution of the Rural Hall Cold Storage fire crisis, which resulted in the restoration of the facility and collection of a claim in an unprecedented 83 days. Because of their focus, communication and teamwork, the company experienced no lost sales or customer risk due to damaged product.



K. Baker



S. Damall



B. Matthews



T. Wood



G. Evans



G. Goodman



P. Jackson



J. Lowstetter



V. Parrish



J. Rutledge



R. Smith



P. Arrowood



D. Ball



J. Boone



L. Carr



C. Davis



H. Elmore



D. Flynt



B. Fry



G. Hillman



T. Myers



J. Schlottman



D. Watson



G. Williams



H. Gordin



A. Scism



W. Hall



H. McBride



M. Mills



H. Watson Jr.



R. Moser



J. Potter

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W. Routh



P. Sawyer



V. Stewart



L. Wood



L. Yarbrough

Service awards

35 YEARS - JANUARY

Allen S. Coleman
No. 604 cylinder engraving

John H. Marlin
No. 200 supply room

Michael L. Nutting
Sports Marketing Enterprises
general

30 YEARS - JANUARY

Norwood Brock
Whitaker Park making and packing

J.S. Chong
Sales

N. Wesley Cole Jr.
Tobaccoville making maintenance

Bruce E. Davis
Tobaccoville making and packing

Kelly E. Jackson
Auto-truck maintenance

Sandra M. Jacobs
Market research

Mildred R. Jefferson
Finance and treasury

Janice B. Jones
CO2 production

Marvin R. Martin
Information resources

Lee R. McKoy
Whitaker Park making and packing

Donnie D. Simmons
Trucking general

Albert T. Sink
Distribution and logistics

Seward F. Taylor
Trucking general

Garmon R. Underwood
Tobaccoville maintenance
general

Larry E. Vickers
Tobaccoville utility plant

James R. Williams Jr.
Tobaccoville material
control/export

25 YEARS - JANUARY

Sandra W. Beane
Financial support and planning
systems

Donna S. Campbell
Operations finance

Wallace Colclough
Sales

Dona F. Flynn
Law

Steve A. Gallher
No. 604 presses

Jerry W. Gregory
Tobaccoville making and packing

W.E. Johnston
Sales

B.R. Lankton
Sales

Benjamin F. Mickens
No. 200 presses and cutters

H.A. Norris
Sales

D.M. Palmer
Sales

20 YEARS - JANUARY

H.G. Atkinson
Sales

John F. Bode Jr.
Operations technical training

S.R. Bremer
Sales

Gary S. Brown
Kernersville Storage

Roy H. Copeland
Avoca Plant

Thomas D. Coward
Avoca Farm

Larry E. Cromer
Central shop

Roscoe Duncan Jr.
No. 604 plant services, printing

Timothy F. Fields
Business strategy and planning

Vernon K. Handy
Utility services

Stephen V. Hill
Mechanical perforating

James R. Hulchens
Tobacco packaging development

Hubert Jeffries Jr.
Tobaccoville process services

Joe W. Lawson
No. 603 processing

Thomas K. Mabe
No. 200-16 foil production

Patricia P. Mangan
Product development
and assessment

Spencer E. McCall
Whitaker Park primary

N.J. McGavin
Sales

Everette L. McGee
Trucking general

Kenneth R. Nelson
No. 604 laminators

Patricia F. Perfetti
Product development
and assessment

Ezra Pinnix Jr.
Whitaker Park process services

Gordon D. Simpson
No. 200 sheet production

D.E. Sims
Sales

Terry N. Taylor
Whitaker Park making and packing

Samuel L. Welch
No. 604 presses

R.R. White
Sales

Patricia E. Woods
Brands R&D

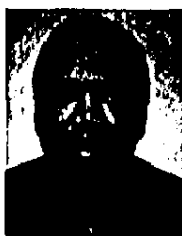
15 YEARS - JANUARY

Ricky W. Abernethy
Packing engineering

Balager Ademe
R&D process technology
and development

Omar K. Arkat
Sales

▶▶▶



J. Marlin - 35



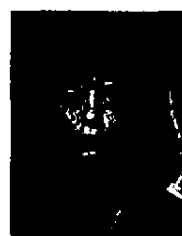
N. Brock - 30



M. Jefferson - 30



F. Taylor - 30



D. Flynn - 25



B. Mickens - 25



G. Brown - 20



R. Duncan Jr. - 20



S. Hill - 20



T. Taylor - 20

Edward A. Bartz Jr.
Operations/manufacturing
support systems

Robert J. Dobry Jr.
Sales

Daniel C. Falco
Sales

Harvey D. Halrston
Sales

John L. Millar
Tax

Michael W. Oaks
Sales

Russell J. Rule
Purchasing

Russell R. Shaw
Sales

Kenneth R. Taylor
Brook Cove factory
maintenance

10 YEARS - JANUARY

Jacqueline Anglin
Sales/marketing support systems

Glenwood C. Beamer
No. 603 processing

Jeffrey O. Boger
Operations/manufacturing
support systems

Delores G. Church
International support - Arjay

Deborah E. Culler
Operations finance

John P. Diciro
Sales

Shella H. Hutchens
RCFCU administration

Roger A. Jennings
International support -
international R&D

Marcia K. Larsen
Sales

Angela N. Layne
Law

Angle M. Mahaffey
RCFCU administration

Brady L. Norman
Sales

Steven E. Pratt
No. 603 processing

Jessie K. Pyles
Medical

Gail M. Shavlik
Sales

Deboranell H. Smith
CDC general

5 YEARS - JANUARY

Joel E. Godby
Sales

Lynette T. Goodell
Sales

John E. Hudson
Sales

Mark D. Rumley
Sales

PROMOTIONS & APPOINTMENTS

BRAND-MEDIA-DIRECT MARKETING

Robert A. Elmer
to marketing assistant

Melissa A. Peoples
to marketing operations
coordinator

Deborah S. Woolen
to marketing operations
coordinator

BUSINESS DEVELOPMENT

Danielle R. Lamphier
to assistant marketing
manager

INFORMATION RESOURCES

Michael D. Allen
to systems technical
specialist III

Joseph W. Boles
to lead programmer/analyst

Nancy W. Drazzewski
to senior programmer/
analyst

Hoyle W. Helms
to systems technical
specialist III

Michael W. Heruska
to lead programmer/analyst

Thomas D. Willson
to senior programmer/
analyst

LAW

John R. Icard
to manager - law
department systems

LEAF OPERATIONS

Randy W. Armstrong
to repairer

51851 7942

MANUFACTURING TOBACCO PROCESSING

David S. Brinegar
to stock preparation relief

Ronald E. Schuyler
to extractor operator "A"

RCFCU

Christy P. Palmer
to mortgage loan processor
- RCFCU

RESEARCH AND DEVELOPMENT

Gloria R. Freeman
to R&D purchasing assistant

Joseph P. Keeney
to senior staff R&D chemist

Tamara R. Reed
to R&D technologist I

Randolph W. Taylor
to pilot plant technician

RJR PACKAGING

Tanya N. Roberts
to engineering
technologist III - packaging

David L. Speer
to manager - process
engineering - packaging

Danny A. Tickle
to engraver operator -
packaging

SALES

Richard A. Coghlan
to retail manager - field sales
- Denver, Colo., division

John C. Quist
to retail manager - field
sales - Austin, Texas, division

David A. Schaefer
to account manager - field
sales - Nashville, Tenn.,
chain division

Retirements

J.G. Alexander
Plant No. 604, 30 years

James L. Cohn
Plant No. 604, 35 years

Barry Cornick
Tobaccoville maintenance
supply, 20 years

D.L. Deckard
Field sales, 29 years

Vercle K. Ferree
Cigarette manufacturing,
31 years

Lawrence T. Jackson
Avoca Plant, 23 years

Gloria H. Jeralds
Tobaccoville maintenance
supply, 22 years

Colen L. Lynch
Tobaccoville receiving
and blending, 32 years

Herman M. Lytle
Central slit and clean,
24 years

A.W. Moore
Plant No. 604, 33 years

J.S. Reece
Whitaker Park making
and packing, 32 years

Terry W. Sells
Plant No. 604, 30 years

R.L. Van Sickle
Field sales, 45 years

G.D. Skinner
Field sales, 30 years

Raleigh L. Ward Jr.
Plant No. 604, 36 years

June D. Warden
Cigarette manufacturing,
31 years

H.I. Weinman
Field sales, 32 years



TAC lends a helping hand

Tobacco Action Coalition (TAC) members (from left) Snuffy Durdin, Bruce Davis, Chris Todd and Allen Turner load a truck with food and supplies donated by RJR employees to help farmers hit hard by recent flooding in North Carolina. After loading the truck, the four employees took the food and supplies to the Food Bank of Northwest North Carolina for distribution.

51851 7943

85 YEARS OF CAMEL

Catalog celebrates Camel brand's heritage

Whether you'd walk a mile or two, Camel is still what you're looking for after 85 years.

To celebrate Camel's 85th anniversary, the brand is introducing a new Camel Cash catalog — "Timeless Collectibles 1913-1998" — a retrospective of Camel's heritage.

"The catalog features items seen throughout Camel's history," says Fran Creighton, vice president of marketing — Camel. "These items are representative of the brand's authenticity and uniqueness — characteristics that remain a vital part of Camel's positioning."

For the first time, adult smokers may purchase catalog items using either cash or C-Notes. In addition, RJR

employees will have the chance to use their discounts to purchase catalog items at the Whitaker Park souvenir store.

Also in celebration of Camel's 85th year, the brand has developed a retail promotion and RJR employee contest. The promotion offers adult smokers a pack of Camels for the 1913 price of 10 cents with a two-pack purchase, while the contest offers employees a chance to win one of three catalog gift certificates valued at \$160, \$55 and \$45.

"This anniversary is a piece of RJR's history," says Creighton. "We wanted to give our adult smokers, and particularly RJR employees, the opportunity to celebrate Camel's heritage." ■



This RJR sales employee let smokers know that he'd walk a mile for a Camel in the late 1940s.

Camel History

Caravan

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BULK RATE
U.S. POSTAGE
PAID
RJR

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